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JUL 21 1953

MEMORANDUM FOR: THE INSPECTOR GENERAL

SUBJECT: Personnel Office

REFERENCE: IG Memorandum, Same Subject, EYES ONLY  
dated 1 July 1953

1. In compliance with para. 1 of reference, I have given careful consideration to the question of the effectiveness of the service furnished the PP Staff by the Personnel Office. By and large the situation is not satisfactory. Experience and recent investigation have indicated that the basic difficulty appears to be centered in the fact that the Agency does not now possess a firm, well-planned, and consistent policy of placement, reassignment, rotation, and promotion. Too many levels of command are involved in personnel actions; and any existing traces of policy and plans are confused and lacking in direction.

2. The Personnel Office has not, to date, been properly centralized, and its actions have, therefore, lacked a consistency and drive. Promotion policies within various adjuncts of the Agency have not always conformed to similar standards, and this system has tended to create only dissatisfaction within the minds of many employees. The situation can be alleviated only by the adoption of a promotion policy based on intrinsic, evaluated merit, training record, and rotation, instead of time in grade and mediocre performance. The same principle holds equally true for rotation and reassignment between Headquarters and the Field. There is a pressing need for a regularized system whereby overseas assignments are carefully programmed, with the result that an overseas employee is aware of his future career development, knows at least in general the slot he is scheduled to occupy when his tour of duty is at an end, and is advised of the proposed training program which has been established for him. All too frequently, returnees find themselves in a position where they must do "self-shopping". Unfortunately even this procedure is so slipshod that a

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returnee may

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returnee may find himself rejected for a possible vacancy without reason being offered, an evaluation being made, or a candidate's having been given an opportunity to prove his worth. The same kind of situation prevails within Headquarters when an employee attempts to seek overseas assignment.

3. The PP Staff strongly endorses the concept of Career Management and is bending every effort to give impetus and encouragement to the development of long term individual career programs. However, it is felt that little success will be achieved until a closer functional liaison is established between the Career Service Board and the Personnel Office and until clearly defined personnel policies and plans are set forth. In this connection the PP Staff believes that continued consideration should be given to the establishment of a single Clandestine Services Career Service Board. We believe that centralization of this function at the DD/P level in due time might result in greater uniformity and fairness in processing personnel actions; in actions being taken on the basis of broader considerations; in decisions being authoritative and final; in more effective utilization of the aggregate T/O for the entire DD/P complex; and in more effective and coherent promulgation and execution of Career Management Policy.

4. With these thoughts in mind, the following areas are listed as examples of where it is felt that functional difficulties presently exist within the Personnel Office. It is recommended that these and related areas be carefully investigated with a view to alleviating the existing problem and to adopting consistent personnel policies and plans:

a. The Personnel Office is physically located too far away from DD/P. This results in personnel actions crossing too many command levels and negates the concept of uniform personnel policies.

b. The Personnel Office does not maintain complete, central records on all DD/P personnel and is thus not able to make such records available in a minimum of time.

c. The Personnel Office is not presently conducting a sufficiently close working relation and liaison with DD/P

Career Service

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Career Service Boards. In order to further the implementation of the concept of Career Management, the Personnel Office should look upon itself as servicing all Area Divisions and Staff Divisions via DD/P Career Service Boards.

d. The Personnel Office has not yet established a well-defined policy of placement, rotation, and reassignment procedures which will provide a mechanism for advising the appropriate CS Board of

(1) Existing and contemplated vacancies within all Area Divisions;

(2) Available and imminently available personnel capable of filling such vacancies.

e. The system of reassignment is now so constituted that an individual may be carried on the rolls of an Area or Staff Division long after his transfer has actually been effected.

f. There is no consistent, well defined policy with respect to promotion so that advancement is based on evaluated and recognized merit rather than on a standard of mere time in grade.

g. The Personnel Office has not yet established an effective program for procuring sufficient numbers of secretarial employees and has not apparently studied the detrimental aspects of the present program which requires that all GS-3's and GS-4's serve a period of time in RI.

h. All too frequently communications are initiated by the Personnel Office with applicants without first determining that such communications are consistent with the plans of the appropriate CS Board.

5. In compliance with para. 2 of reference, herewith are listed those members of the PP Staff who spend at least a portion of their time handling personnel matters:

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NAME

TITLE

GRADE



GS-17  
GS-15  
GS-14  
GS-12

GS-9  
GS-7

GS-4



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